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## **ACRONYMS**

GDP – Gross Domestic Product

GCT - General Consumption Tax

IAAF - International Amateur Athletic Federation

IDP - International Development Partners

INSPORTS - Institute of Sports

JAAA - Jamaica Amateur Athletics Association

JOA - Jamaica Olympic Association

JTI - Jamaica Trade and Invest

MDA - Ministries, Departments & Agencies

MYSC - Ministry of Youth, Sports and Culture

PIOJ - Planning Institute of Jamaica

SDC - Social Development Foundation

SDF -Sports Development Foundation

UN - United Nations

UNESCO - United Nations Educational, Scientific and Cultural Organization

UWI - University of the West Indies

UTECH - University of Technology

WADA - World Anti-doping Association

## EXECUTIVE SUMMARY

This document is the revision of the Jamaica National Sports Policy to be implemented for the period 2011-2016. The document outlines the following:

- a. The vision for the development of sports in Jamaica;
- b. A set of guiding principles that define the environment and determines the context for implementation of the Revised National Sports Policy ;
- c. A set of policy directions for transforming the landscape of sports in Jamaica through the institutional relationships and systems that support the achievement of the policy goals;
- d. The draft Sports Sector Plan outlining a programme for short, medium and long term measures for implementing specific actions related to the policy goals and directions.



The preparation of this document came on the heels of the drafting of the National Sports Sector Plan which was led by the Planning Institute of Jamaica over a year-long process of meetings and consultations with stakeholders in the sports industry including MDAs. The revision of the policy was initiated by the Ministry of Youth, Sports and Culture and is informed by existing and related policies, legislations, regulations, international treaties and conventions supported by Jamaica. Desk research of other sports policy documents prepared by various countries, reports of the CARICOM Sports Tourism conference held in December 2009 and guidelines for the development of National Sports Policies in the Caribbean several other documents, action plans, studies, papers and proposals was undertaken. The policy

development process acknowledges the central contribution of volunteers and professionals in sport and the indispensable contribution of sport organizations, sponsors and all other stakeholders.

Over the last 62 years<sup>1</sup> Jamaica has unequivocally established itself as a successful sporting nation particularly in athletics<sup>2</sup>. The achievements have been measured by the performances at world meetings such as the prestigious Olympic Games and World Athletic Championships. No other nation apart from the United States has produced as many male Olympic sprint medallists since Jamaica started competing at the Olympic Games in 1948. On a per capita basis Jamaica is second to none. Built on a fulcrum of talent, tradition and training, Jamaica at the moment is regarded as the haven for sprinting.

The revision of the National Sports Policy is therefore an attempt to capitalize on our achievements and exploit every opportunity to diversify and develop the economy while strengthening communities. It will provide the framework that will support an environment in which there will be increased participation among all citizens, infrastructure and human resource development to promote improved accessibility and the drive for excellence, a coordinated programme that supports athletes' development and progression to high performance and economic development and prosperity through sport development.

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<sup>1</sup> 1948 -2008 Jamaica won 57 Olympic medals including 14 gold medals.

<sup>2</sup> Examples of other sports discipline in which Jamaica continues to excel are –netball, cricket and tennis etc

# GUIDING PRINCIPLES

Listed below are the principles that define the environment and determines the context for implementation of the Revised National Sports Policy.



## INTRODUCTION

The strategic role of sport in the achievement of Jamaica's development goals and national growth cannot be overstated. It is important that as a country we are proactive in exploiting every opportunity to diversify and develop the economy while strengthening the communities.

The revised National Sport Policy will provide the institutional framework for overall national sports development; the promotion of a healthier society and the appropriate regulations and legislations to promote sport participation. Government leadership is essential in ensuring that sport and physical education are incorporated in Jamaica's development and international cooperation policies and laws.

The government is committed to setting targets and invites serious and productive partnerships at all levels in order to ensure that the sport system functions in a transparent, synchronised and effective manner. This is a new approach that promotes and facilitates shared leadership and collaboration amongst all stakeholders in order to achieve the goals of increased participation, economic development and prosperity through sports, enhanced physical and social infrastructure and a more coordinated and integrated sports system.

The policy document will articulate the principles and strategies towards sport development.

***The overarching goal of the National Sports Policy is to make sports accessible to all Jamaican...sports for all. Facilitating the environment in which there will be increased participation among all citizens, infrastructure and human resource development to promote improved accessibility and the drive for excellence, a coordinated programme that supports athletes' development and progression to high performance and economic development and prosperity through sport development.***

This is an acknowledgement and commitment that sport development is central to the realization of the **National 2030 Vision** in which Jamaica will become a place of choice to live, work, raise family and do business. Sports is a part of the Jamaican psyche and by mid 20<sup>th</sup>

century Jamaica had gained a reputation as an important sporting nation particularly in the field of athletics and cricket (though not limited to these disciplines).

Jamaica nonetheless cannot boast that sport has had a major positive economic impact on the nation, nor does it have a well developed sport industry.

The National Sports Policy therefore seeks to redress this situation by providing the framework for the development of economic and social partnerships aimed at capitalizing on this massive industry and the competitive strength of Jamaica. The policy examines different pillars of the sports sector particularly focusing on the inter-dependence and the cross cutting nature of sport in order to determine how to best develop each areas according their strengths and resource base.



# Chapter One

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## 1.1 DEFINITION OF SPORT

The policy is based on a very broad, all inclusive notion of sport. The policy adopts the definition of sport of the UN Task Force on Sport for Development and Peace (UNESCO) as

***“all forms of physical activities that contribute to physical fitness, mental well being and social interaction such as play, recreation, organized or competitive sport, indigenous sports and games at all levels”.***

The right of access to and participation in sport and play has been recognized in a number of conventions. In 1978 UNESCO described sport and physical education as “a fundamental right for all.”

### 1.1.1 PERSONS WITH DISABILITIES

As a signatory to the Convention on the Rights of Persons with Disabilities, the policy *seeks to promote and encourage participation to the fullest extent possible of persons with disabilities in mainstream sporting activities at all levels*<sup>3</sup>. The Government of Jamaica embraces the principles of the Charter of the United Nations which acknowledges sports as being about participation, inclusion, citizenship, human values such as respect for opponent, acceptance of binding rules, teamwork and fairness.

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<sup>3</sup> Convention on the Rights of persons with Disability – Article 30 ( #5)- Participation in Cultural life, Recreation, Leisure & Sport

## **1.2 SPORTS CONTRIBUTION**

### **1.2.1 SPORTS BUILDING A HEALTHY SOCIETY**

Sports is viewed by the Government of Jamaica as a cross cutting vehicle that will contribute to achieving national development and a healthy society. Sports contribute to individual well being: personal, emotional, physical, social, cultural and academic development. It provides opportunities for leadership skills, constructive outlets and generally enhances individual quality of life. As a way to be physically active, participation in sport contributes to the adoption of a healthy lifestyle and prevention of disease and illness. Physical activity is fundamental to positive human development and contributes to healthier, longer, and more productive lives.

Participation in sport and physical activity at all ages increases resistance to such diseases as heart disease, cancer, diabetes, osteoporosis, arthritis, and obesity and to mental health disorders. An increased investment in sports means an increase in health quality and a decrease in health care costs.

### **1.2.2 SPORTS FOR COMMUNITY AND YOUTH DEVELOPMENT**

Sport development can be a sustainable process that builds leadership, supports healthy behaviour and lifestyle as well as peaceful coexistence among communities.

Sports can be used by government and non- government organizations, businesses, educational institutions, sports federations and other institutions as a means to systematically reduce poverty, build peace, reduce conflict and create wealth within communities.

Sport is essential for the development of our young people. This is critical for our future as just over 53% of the Jamaican population is under than 30 years old. Sport brings young persons in contact with each other and serves as a release from tension and stress. It is also an important avenue for academic advancement and an opportunity for social mobility.

### **1.2.3 SPORTS FOR ECONOMIC DEVELOPMENT**

Over the years there has been insufficient attention given to the central role that sports can play to our economic development. The successes of the Jamaican athletes in Beijing has given rise to much discussions on how to exploit the economic potentials and value of sport and develop a major industry particularly in these globally economic challenging times.

Research conducted in Jamaica in 2006/2007 revealed that sports contributed to more than 2% of our GDP and 2% of Jobs. It is ranked among the highest in terms of payback to the country for every dollar of foreign exchange spent on capital investment<sup>4</sup>. In addition; sports for Jamaicans is an important source of entertainment and fun. They spend much of their leisure time and disposable income on sporting events and activities, whether as spectators, participants and as viewers of broadcast events.

Sports sponsorship and advertising can potentially generate substantial revenues, primarily from the hosting of sports events local, regional and international.

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<sup>4</sup> The economy gets back \$6.18 from core sport & \$3.81 from horse racing and betting, each dollar spent on occupational training of its employees yields \$5.65.

### **1.3 POLICY FORMULATION PROCESS**

A review of the 1994 National Sports Policy resulted in the government of Jamaica determining that there is an urgent need for update of the sport policy in order to make it more relevant in a dynamic society which has evolved well beyond the framework of that earlier document.

Sports development has presented Jamaica with new opportunities and challenges and the paradox of competing in a global market place while maintaining the excellent quality of life that defines Jamaica.

The policy will outline the vision for sport development in Jamaica. It is a reflection of the collaboration and consultation that has been on-going for nearly one year (2008/2009) as a part of the national development dialogue (Creative Industries and Sports Task Force) led by the Planning Institute of Jamaica (PIOJ). The Revised National Sport Policy is built on existing and related policies, legislations, regulations, international treaties and conventions supported by Jamaica. Desk research was undertaken of other sports policy documents prepared by various countries, reports of the CARICOM Sports Tourism conference held in December 2009 and guidelines for the development of national sports policies in the Caribbean; in addition to several other documents, action plans, studies, papers and proposals.

Elements relevant to the policy emerged from the stakeholders, planners and sports practitioners who were engaged in the creative industries and sport sector plan deliberations in recognition of the cross cutting and integrative nature of sports.

The policy development process acknowledges the central contribution of volunteers and professionals in sport and the indispensable contribution of sport organizations, sponsors and all other stakeholders.

This policy document is developed as a framework document for further consultation and discussion by all stakeholders. The Ministry of Youth, Sports and Culture will be the lead institution in the consultation process to identify, benchmarks, indicators, strategies and

processes according to information gathered. The Ministry of Sports is the primary agent to report to the Jamaican public on the progress towards goals and the results of policies collaboratively implemented. Government is not expected to have all the answers or all the necessary resources to solve all problems by itself. However, the policy recognizes and emphasizes the urgent need for increased communication and greater collaboration amongst all stakeholders.

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## 1.4 CURRENT SITUATION

### 1.4.1 GOVERNANCE AND MANAGEMENT OF SPORTS

*The Revised Sports Policy calls for integrated and harmonious coordination and administration of sports.*

The coordination and administration of sports in Jamaica is decentralized and fairly complex.

It involves a mix of government and non government, national and international structures. The collaboration and coordination is challenging and this is an area to be highlighted in stakeholders' consultations and requires their input. Sport is currently organized and administered in Jamaica by six main categories of organizations<sup>5</sup>, they are:

- The Government Ministries, Agencies and Departments;
- JADCO
- National Sports Associations affiliated to their respective international federations
- Educational and other Institutions
- Private clubs and community groups
- Sponsors

#### **MINISTRY OF YOUTH, SPORTS & CULTURE**

This is the lead Ministry in the policy development implementation and the execution of sports programme there are critical agencies and departments that fall within the portfolio of this Ministry.

It is responsible for ensuring the effective coordination and monitoring of activities within the Government machinery in the area of sport within the framework of national policies and programmes.

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<sup>5</sup> There existed a National Sports Council, however, this council has not convened in the past three years and is currently inactive.

- ❖ **The Institute of Sports** - The Institute of Sports (Insports) was established in 1978 by the Government of Jamaica, to be the lead agency in the design and implementation of a national sports development programme that contributes to nation building (the social, psychological and economic well being).

Since the establishment of Institute of Sports, several initiatives and interventions have been introduced and the role and function of the institute has changed within the context of the various interventions whether through the establishment of companies, Cabinet approvals and the emergence of new programmes.

Institute of Sports was envisaged as the national sport agency that will promote sports at the national level, unearth and facilitate the development of talents throughout Jamaica primarily working through educational institutions (primary, secondary and tertiary) and communities, while channelling the talents into national sports development programme in order to develop our athletes to world class standards.

- ❖ **Social Development Commission** - This is the national community development agency with a vast national network. It is primarily responsible for developing community sports and recreation. Sport is one of the tools used as a means to mobilize communities for action and participation in community development programmes. Sports is also used to promote and foster better relationships between communities.

- ❖ **Sports Development Foundation (1995)** - This is a government owned company that was established to provide financial and technical resources to support the development and implementation of plans, policies, and programmes emanating from the National Sports Policy in 1994.

The mission of Sports Development Foundation (SDF) is to contribute to our nation through sports:

- Provide infrastructural developments throughout Jamaica- fields, multipurpose courts, seating, lighting, fencing and clubhouses; communities and schools being the main beneficiaries.
- Fund the development programmes for national associations by providing monthly allocations.
- Contributes to the personal development of sportsmen and women by providing training grants, funding medical expenses and assistance in training coaches and administrators.
- Provide financial contributions to Government institutions such as INSPORT, SDC & GC Foster College of Physical Education and Sports.

❖ **Independence Park Limited (IPL) Facilities Management** - The Independence Park Complex (IPL) was originally managed by Insport under the chairman of the Board of Directors. However, a decision was taken consequent on the major rehabilitation of the facilities of the National Stadium Complex for the 2002 World Junior Games. The decision to establish a company (IPL) to manage the facilities was a result of the decision taken that the complex should be operated on a commercial basis with limited input from the Government. This was to ensure that the facility would be maintained at world class standard thus preventing the need for any further massive capital injection in the future solely for the maintenance purposes.

The mandate of the Independence Park Limited (IPL) is to:

- To maintain, repair alter all machinery, grounds fixtures, lighting etc. on premises known as Independence Park.
- To establish and operate branches and agencies in the island of Jamaica and elsewhere.

The Independence Park Limited (IPL) has not been successful in maintaining an operation that is financially self sustaining. The facilities under its care are aging and need massive capital injection. In addition, the national sports associations that utilize



the facilities are unable to meet their financial obligations to IPL and therefore there is an urgent need for review of the current policy in order to maintain and upgrade the facilities to acceptable international standard, as envisioned in the policy goals.

❖ **Jamaica Anti-Doping Commission** – Jamaica Anti-Doping Commission embodies the general principles of the sports policy: principles of fairness and fair play, accountability, respect, trust, honesty, hard work and healthy living. The institutional structures are in place and the Commission is now operating. Public education is central to the implementation of JADCO's programme.

❖ **G.C Foster College Of Physical Education And Sport (1980)**

A co-educational and residential institution established primarily for training teachers in physical education and sport, the College has embarked on a modernization programme to cater to the needs of coaches and athletes in the Caribbean and beyond.

Approximately 80% of all physical education teachers in the primary and secondary institutions are graduates of the GC Foster College.

The Institute of Sports is expected to have a direct relationship with the Sports College based on its mandate.

## **OTHER MINISTRIES, DEPARTMENTS AND AGENCIES**

There are several other entities which are critical players in the development and implementation of a National Sports Policy their roles are outlined in the supporting documentation.

## **NATIONAL ASSOCIATIONS/FEDERATIONS**

There are forty (40) National Sporting Associations in Jamaica and these are primarily operated by part-time volunteers. These associations are involved in competitive sporting activities and

many are registered with the Jamaica Olympic Association as well as their associated international federations.

They are primarily membership based with a wide participation of various age groups, gender, businesses, educational institutions clubs and community groups.

Their record system in relations to level of consistent participation in many instances is inadequate and makes it difficult to ascertain a realistic assessment of level of participation in organized sports in Jamaica.

#### **1.4.2 PARTICIPATION AND ACCESSIBILITY**

*The Revised Sports Policy calls for an environment that supports the participation of all Jamaicans in sports.*

It is a perception that there has been increased participation and interest in competitive sports and recreation among Jamaicans at the community and national levels. We have also noted an increase in the sports disciplines being introduced within the school system. However, there is no central data base that can substantiate this perception.

#### **1.4.3 PUBLIC SPORT FACILITIES AND INFRASTRUCTURE**

*The Revised Sports Policy calls for the establishment of adequate physical infrastructure for sport and recreation at accessible locations throughout the island.*

The availability and accessibility of sport facilities and the provision of a supportive human infrastructure is a difficult challenge for Jamaica and despite the perceived increase in levels of participation in sport and activities. This remains a serious hindrance to increased participation and accessibility.

- *Absence of adequate data on the existing stock of facilities throughout the country.*

This is an area however, in which significant progress has been made in terms of identifying stock of facilities throughout the country. The records show an estimated eight hundred and seventy-six private and public playfields

The Social Development Commission has been conducting a survey of listing community facilities and public sports facilities throughout the island. This listing is still incomplete but is in an advanced state of preparation. This will provide an invaluable planning tool.

- *Poor maintenance and management of existing facilities.*
- *Absence of policy for ownership and management of community facilities.*

There is concern regarding the poor maintenance and management of existing facilities. There are facilities that are classified as community facilities while others are categorized as regional and national facilities. There are proposals being considered as the government embarks on a programme to improve national sporting infrastructure - The Trelawny Stadium, the Sligoville Complex, facilities at the University of Technology and the University of the West Indies. The government is also proposing the construction of new facilities outside of the Greater Kingston Metropolitan Area.

#### **1.4.4 HOSTING OF NATIONAL & INTERNATIONAL SPORT EVENTS**

Hosting international sport events provides a wide array of significant benefits for sport including sport programming and facility legacies. Jamaica in recent years has hosted several international sport events and plans to expand its reach in this area. The potential for Jamaica to be a major sport event location is significant. This will greatly increase the level of participation locally nationally and internationally.

#### **1.4.5 ATHLETE DEVELOPMENT**

*The Revised Sports Policy calls for programmes that will support the development of athletes and seeks to cater to their wellbeing.*

All of the factors outlined above impact on the national programmes for athletes' development. Funding is a major challenge however; there is also the need for a systematic, analytical, and collaborative approach to the development of high performance athletes. This is one of the policy goals and the input of past and current athletes as stakeholders is also critical in the consultative process.

#### **1.4.6 HUMAN RESOURCE DEVELOPMENT & TECHNICAL CAPACITY**

Sport professions are growing and there are now several non- traditional areas such as, facilities management, construction of sports facilities, psychologists, sports medicine professionals and many other areas. These are all critical for the development of sports and to ensure sustainability and the expansion of a high performance programme. However, all these areas are in short supply in Jamaica and the programmes for training are either just emerging or absent.

In addition, many coaches are volunteers and require training to meet the needs of their athletes/participants. As a result coaching tends to be a part time activity and does not always attract the best and most suitably qualified individuals. There is a lingering perception that coaching is a recreation and a hobby, as a result they are often not valued nor recognized and also not appropriately remunerated.

The University of Technology, GC Foster College of Physical Education and the University of the West Indies along with others have been working assiduously to develop various academic and technical programmes to address many of the challenges highlighted. There are several other structures (regional and international) that are in place and are being developed and located in Jamaica. However, financing and adequate physical infrastructure are major hurdles to overcome.

Nevertheless significant progress has been made and several strategies were identified in the consultations leading up to the draft of the Framework Action Plan for Sports.

#### **1.4.7 FINANCIAL RESOURCES FOR SPORTS DEVELOPMENT**

*The Revised Sports Policy calls for an increase in the number of sport-related enterprises and employment and increased contribution of sports to GDP.*

Government's serious financial strictures, public funding cuts across all sectors, the global economic crisis and in general fewer resources available for athletes' development have created a serious shortfall in the sports development system.

- The Sports Development Foundation is a Government of Jamaica owned company that is the principal financier of sport development for the past fourteen years. For the first 12 years of operation the SDF disbursed approximately **J\$1.9B** for infrastructure projects such as construction of Courts, fences etc; grants to government sports agencies, national sports association and special projects such as international travel for national teams. In addition to the support provided through the Sports Development Foundation, Independence Park Limited and Institute of Sports are funded out of public purse.
- The demand for financial assistance from all beneficiaries has increased dramatically and the Sports Development Foundation is under severe pressure to respond to the various requests. It appears that there is a greater reliance on the SDF. This is an issue that needs to be examined carefully. There is an urgent need for increased allocation to SDF as well as the development of other sources of funds can be explored.

#### **1.4.8 SPORTS ECONOMY & CULTURAL ENRICHMENT**

- This is an area that has been receiving much attention in terms of discussions and dialogue with respect to the potential for Jamaica's economic advancement and growth. It is still in its infancy and is not yet being pursued as a well coordinated and organized programme. Nevertheless there are several elements existing for the development of such an industry. The impact of development of professional sports in economic stimulation and job creation is being discussed. The horse racing industry is one of the successes that can be looked at and lessons learned. The Government of Jamaica in 2006 commissioned a study on the contribution of sports to the GDP. This study was

completed and the document submitted to the government however, the recommendations and the findings have not yet been reviewed and are not being utilized in the planning process. There have also been several papers, proposals and other contributions in the area of the contribution of sports in economic development and the emergence of an organized sports industry. Many of these were also articulated in the creative industries and sports consultations.

- The development of a sports business and marketing plan is one such option. Sports sponsorship and advertising generate significant revenues whether from professional sport or from hosting national and international events. Tourism is associated with some professional sports such as golf, baseball and cricket. These events can and do have lasting economic impacts.
- Sport should be considered as an investment rather than as expenditure and available funding needs to be applied as effectively as possible. Accountability for the use of funds must be tied directly to policy objectives and measurable results. Increased efforts must develop and leverage non-traditional sources of funding, especially through private sector and corporate partnerships and sponsorship.

#### **1.4.9 SPORTS AND INTERNATIONAL COOPERATION AND GOODWILL**

Jamaica has been an active member in the international sport arena. It has contributed significantly through its various national sports associations as members of various international bodies. Jamaica has been a signatory on international conventions and declarations. It has participated in multilateral initiatives and has several bilateral cooperation agreements in sports and is an active participant in the Olympic Movement.

# Chapter Two

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## 2.1 VISION FOR SPORTS

Sports must be accessible to all Jamaicans...*sports for all.*



The vision of the Revised National Sports Policy reflects an overarching theme based on consultations and working group meetings for the drafting of the National Sports Sector Plan. The vision is intended to indicate the desire for growth in the development of sports in Jamaica at all levels.

When the vision is achieved by 2015:

- ✓ Increase in the number of persons of all ages participating in recreational and competitive sports.
- ✓ Sports a significant contributor to economic growth and development of Jamaica.
- ✓ Jamaica consistently produces elite athletes. who are world leaders in their respective disciplines
- ✓ Professional sports strategically promoted and supported as a measure of economic and social development.

## **2.2 POLICY DIRECTIONS**

### ***Strengthen the Role of Sport in All Aspects of National Development***

Vision 2030 Jamaica seeks to strengthen the role of sport in national development by:

#### **2.2.1 SPORTS FOR ALL**

- a. Establishing appropriate and effective policies, legislation and regulations to promote sport participation.
- b. Broadening opportunities for participation in recreational and competitive sports for persons of all age groups and encourage gender equality in all aspects of sport.
- c. Increasing facilities at the national, community and school levels and ensure that they are well maintained.
- d. Increasing the number of trained coaches, administrators, and other personnel.
- e. Strengthening the institutions for sport education, administration and sports coordination and management.

#### **2.2.2 SPORTS IN SCHOOLS**

- f. Instituting through the Ministry of Education a policy of ensuring that the curricula of all schools include physical education and that adequate time is provided for the practice of sport. Each school should have a full time PE teacher, where size does not permit smaller schools should be organized in groups for similar assistance.
- g. Providing adequate funding (within the limits of Government resources) to GC Foster College of Physical Education to ensure that a high standard of qualified physical education graduates is maintained. Both curriculum and the physical facilities must be maintained at international standards.

#### **2.2.3 SPORTS ENTERPRISE DEVELOPMENT**

- h. Establishing strong research capabilities in sport and promote scientific and technological innovations.
- i. Mobilizing enterprises within the creative industries, manufacturing, gaming, tourism, agriculture, commerce and other sectors in expanding the value chain with sport.
- j. Strengthening the framework for, and the use, awareness and value of intellectual property.



- k. Increasing the number of sport-related enterprises and employment that will ultimately increase the contribution of sport to GDP.

#### **2.2.4 SPORTS TOURISM**

- l. Hosting of major sport events and attractions in Jamaica. The Ministry of Tourism will through its agencies and other organizations encourage and support the development and promotion of sporting activities as a part of the islands tourism attraction. The Ministry of Commerce the Jamaica Trade and Invest, private sector groups advertising and communications companies will be encouraged and facilitated in developing successful partnerships.
- m. Establishing a sport museum as a resource centre, promotion of our cultural and sports heritage and as an attraction for visitors (local and foreign).

#### **2.2.5 SPORTS FOR PEACE**

- n. Promoting Sports for development and peace – developing and disseminating sport curricula that define sport as a critical tool in conflict management and peace building.

#### **2.2.6 DOPING FREE SPORTS ENVIRONMENT**

- o. Strengthening JADCO and the enforcement of the anti-doping legislation. This is an essential component of an ethically based, athlete/participant centred development system that must be maintained and carefully monitored in accordance with WADA and other internationally accepted standards.

#### **2.2.7 ATHLETE DEVELOPMENT**

- p. Supporting programmes that will result in an increase in the number of athletes and teams consistently achieving world class results in international competitions.
- q. Giving special consideration and assistance to support the overall development of sports men and women who have achieved recognition at the international level as well as those who have the potential to achieve at these levels. This may include addressing nutritional, medical, insurance, accommodation and transportation and other needs.

- r. Affording special leave of absence to personnel for the purpose performing national duties as competitor or official. The civil service regulations already provide for this. Private sector will be encouraged to give similar considerations through various concessions.

### **2.2.8 CONCESSIONS FOR SPORTS**

- s. Extending tax deductible status to cover donations to sport associations and develop partnerships for development of public sports facilities that are accessible for recreational and competitive purposes.
- t. Providing waiver on Departure Tax- supporting the existing practice whereby teams sanctioned by their national association for participation in international events will be exempt from travel related taxes.
- u. Providing concessions on Import Duty on Sports goods – supporting the existing practice whereby there will be a waiver of import duties and GCT on sporting goods and equipment for use by teams and sport associations that did not previously benefit from this facility.

### **2.2.9 SPORTS ASSOCIATIONS/FEDERATIONS**

- v. Strengthening partnerships between national sporting associations, government and other public sector and private sector partners including the media.
- w. Recognizing that the autonomy of national associations that are properly affiliated to their respective international federations and the JOA will be respected. These associations have the responsibility for the development of their respective sports at the national and international levels.

# Chapter Three

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## **3.1 Expected Policy Outcome And Impact**

### **3.1.1 INCREASED PARTICIPATION**

Increase physical education and organized sports programmes in schools and in communities. Most schools rely on other class teachers to manage the Physical Education programme. In some instances the Sports Associations partner with schools in providing support for the sports and physical education programmes.

### **3.1.2 ENHANCED INSTITUTIONAL CAPACITY AND SERVICES**

Provide adequate and effective administrative institutions for sport within communities, educational institutions and at the national levels. There is the need for new and upgraded community facilities for multi-use recreational and competitive sport, supporting facilities and services that facilitate the holistic development of the professional athlete. The Sports Development Foundation should be provided with an increased allocation in order to provide additional support to Sporting Institutions to upgrade their facilities.

### **3.1.3 SPORT ACADEMIES AND ADVANCED AND TECHNICAL TRAINING PROGRAMMES IN PLACE**

Sport Academies are established and operating within the highest standards for international sport. Adoption of international best practices for training of sports personnel including certification and introduction of a Competency Based and Education Training programme. University of Technology (UTECH), University of the West Indies (U.W.I.) and G.C. Foster College expanding programmes introducing academic courses. Other tertiary institutions are now beginning to strengthen their curriculum by introducing sports development programmes.

#### **3.1.4 SPORT RESEARCH AND DEVELOPMENT OF SPORT DATABASE**

Collaboration and successful partnerships established between sport and research communities and the government of Jamaica. Research will include basic data to guide planning, policy development, applied and basic sport science for athlete and community participation as well as development of innovative technological applications. The Government will support and promote partnerships in the development of research that will enhance the performance of our athletes and ensure that they are protected and their future safeguarded.

#### **3.1.5 ETHICAL ISSUES AND CONDUCT**

JADCO has been provided with the requisite tools and autonomy to promote and facilitate the adherence to the principles and standards which are the pillars of accountability and transparency.

The Government of Jamaica expects the sport organizations to adhere to the highest ethical standards as it demands also that there is integrity in the governance of the society as a whole. The Government expects that private sector, professional associations, international organizations will adhere to these principles in promoting their self interests and in ensuring public acceptance.

#### **3.1.6 JAMAICA ESTABLISHED AS A SPORT-TOURISM DESTINATION**

Increase the number of sport-related enterprises and employment; increase the percentage contribution of sport to Gross Domestic Product (GDP); increase the number of major sport events and attractions successfully held in Jamaica; Increase in the number of successful and economically viable partnerships between the media and private sector (local and international).

## **3.2 THE NATIONAL STRATEGIC SECTOR PLAN FOR SPORT**

The Sports Policy will be implemented by the complementary National Action Sport Sector Plan, the first comprehensive sports plan developed by stakeholders collectively through a process lead by the Planning Institute of Jamaica.

The Action Plan:

- Outlines a set of processes and strategies designed to translate the policy goals into actions and programmes that can be implemented through joint action with the private sector, civil society and others.
- Identifies the broad problem areas, possible solutions, strategies and areas of responsibilities as well as proposed timelines according to critical areas of priority and resource needs.
- Identify possible areas of opportunities in which public private and civil society partnerships can effectively materialize.
- Provides the basis for the development of individual plans within the sports community as well as areas to be incorporated by other stakeholders in all spheres of national development.

### **3.2.1 NATIONAL SPORTS MARKETING ACTION PLAN**

This Action Plan will be developed by a special technical/expert team selected by the Minister of Sports in consultation with the Ministries with responsibility for Tourism, Commerce, Local Government and National Security as well as major sporting bodies in Jamaica.

The Plan will:

- Outline the strategies (inclusive of timelines, benchmarks, budget and source of funding) for the promotion and stimulation of economic growth and development of Jamaica as a major sporting destination.
- Through execution will build partnerships with community, business and government.

- Determine and articulate standards to ensure excellence in serving its direct clientele and all the citizens of Jamaica.
- Will seek to identify and attract major national and international sporting events and seek to retain these events to ensure that Jamaica remains a competitive sporting destination.
- Identify strategies to ensure that legacies from major sporting events are maximized for Jamaica.
- Highlight ways that Jamaica can and will leverage tourism, commercial and visitation opportunities from major sporting events staged to ensure the stakeholders are the prime economic beneficiaries.
- Within the digital age, media and communication will be critical elements of the Plan and will also drive the development and execution of this plan.

### **3.3 THE NATIONAL COMMISSION FOR SPORTS DEVELOPMENT**

As part of the restructuring of the sports development entities, the National Sports Council must be revamped and reorganized in such a way that the administration of sports in Jamaica can be efficient and ultimately improve effectiveness, outcomes and impact. The Commission will be responsible for the expansion of sports and the promotion of sports as a major economic contributor. The Commission will:

- ✓ Provide leadership in the areas of sports development, ensuring that the sports sector be transformed into an industry that is a major contributor to economic growth and development in Jamaica in the medium term.
- ✓ Provide ethical and transparent leadership and promote the shared understanding of sports as a important national asset. Partnership building and development of external relationships responsiveness to participants and stakeholder need.

- ✓ Ensure that there is continuous individual and institutional capacity building and there are effective processes and systems in place and are being implemented through strategic planning and assessment, financial planning and management planning and operational activities.
- ✓ Ensure that the appropriate decision making framework in place and being implemented inter-functional and inter divisional coordination and appropriate organisational design.
- ✓ Resources are well managed, physical and technological are well managed well designed knowledge management system that is user friendly, comprehensive.
- ✓ Organizational learning innovation are promoted and facilitated.

## CONCLUSION AND IMPLEMENTATION

The future development and growth of sport in Jamaica requires innovative and creative thinking. It requires bold and fearless leadership and a willingness to go beyond the status quo. The opportunities and potentials seem limitless. However, the competition for scarce resources especially in the economically challenging times, defines to some extent the direction for sport evolution. The people of Jamaica with their indomitable spirit and great love for sport provide one of the greatest natural assets.

Sports at this time provide the greatest opportunity/vehicle for Jamaica in nation building and economic advancement. With strong leadership, extensive collaboration and cooperation with private sector entities (local and international) the sport communities and the people of Jamaica, the policy goals will be realized, built on hard work, partnerships, planning, and transparency.

The finalization of the policy document and the implementation of the Plan of Action must involve all who want sport to advance including athletes, communities, coaches, officials, volunteers, sports associations, clubs and other sports organizations, private sector enterprises, ministries, agencies departments, educational institutions and administrators, researchers, health providers and other investors. The success of the policy will depend on having a common purpose and vision of Jamaica's future in sport development, agreed on action to achieve change, a desire to commit resources, good will and a determination to operate with the highest level of accountability and transparency. The measurement of performance and results against agreed on targets and indicators<sup>6</sup> must be paramount in our strategic development.



## **TIMELINE (April 2010 – April 2011)**

### **April – October 2010**

- Draft Framework document
- Consultation within the Ministry of Youth, Sports & Culture and with other technical personnel.
- Preparation of cabinet submission for consideration by Cabinet Committee

### **January - April 2011**

- Consultation with other stakeholders
- Preparation and dissemination of revised document based on feedback of stakeholders.
- Final document prepared.

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# Annexes

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